

together, \$48,056 74.* The merit of this good management of our means, chiefly belongs to the executive committee, and especially to Mr. Keyser, who, having no other business to attend to, has devoted himself to subserve the interests of the institution, and obtain a practical knowledge of the worth of materials used. The *active capital* amounts to the large sum of \$79,902 44. Nor should the fidelity and zeal of the agent, Mr. Kennard, be forgotten. His sales amounted to the sum of \$75,000, in the past year, and yet of that amount sold, not one dollar is considered as being in a bad debt. This is an admirable commentary on the services of the committee and the agent. But we have also surely been fortunate in the sale of our goods; and the demand for them has been chiefly kept up by the ever-watchful eye of the keeper and his deputies, by which an uniformly good quality is maintained; and if any article does not come up to that quality, it is marked and sold as inferior goods; hence our customers, knowing the quality, only regard the *pattern* of our cloths, &c. The character thus obtained, has been, and is, very valuable to the institution. It required no small degree of energy and care to establish it; and it may be much more easily lost, by inattention, or the want of experience. A steady perseverance in the present excellent system and discipline of the prison, can only prevent it from returning to what it was—a *burthen on the state*. We now exhibit our establishment to citizens and strangers, with some degree of pride; and few, if any leave us without most favorable impressions. We refer to the order, the health, and cleanliness of our institution, with pleasure. We claim not that perfected austerity of discipline that belongs to other prisons of more recent structure, and fitted up at vast amounts of cost; but we do claim, that, according to our means, we have succeeded well in giving effect to the laws of the land.

I make these remarks with entire freedom, because I have no part of the credit due on account of the matters stated. The systems were organized before I became a member of the board, and

*Of this whole amount, perhaps a sum not exceeding 1000 dollars might be deducted on account of bad debts—chiefly of old standing and long accumulation. The losses on the business of the store since it was opened, cannot be estimated at a greater sum than an average of 100 dollars a year.